

**A SURVEY OF STAFF ATTITUDES TOWARDS ADOPTION
OF ISO 9000 CERTIFICATION IN KENYA POWER &
LIGHTING COMPANY (KPLC) ✓**

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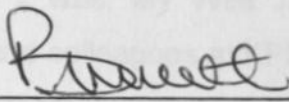


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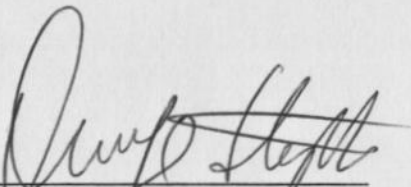
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ABSTRACT

I would like to acknowledge my esteemed supervisor Mr. Onserio Nyamwange without whose contribution, encouragement and support this study would not have been the success it was. My Wife Jael and our children Richard, Andrew and Jemimah, friends and colleagues at KPLC inspired and supported me throughout the course and I thank them.

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ABSTRACT

Kenya Power & lighting embarked on ISO certification in 2006 in line with market trends and as a customer/suppliers satisfaction strategy. Success and sustenance of the quality management programme is dependent on the staff attitude and enthusiasm. The aim of this study was to establish KPLC's employee's attitudes towards the implementation of ISO 9000 in the organization.

The survey was carried out by collection of primary data through a self-administered, semi-structured questionnaire with both open ended and closed ended questions. The questionnaires were distributed through research assistants to a sampled 150 respondent out of the KPLC employee population of 5390. The data collected for the study was analyzed using descriptive statistics. Means of the likert scales was used to determine the likely attitude of the employees to the questions raised.

The study was considered a success with a response rate of 84% i.e. 126 respondents out of the targeted 150 respondents. Most of the respondents liked the introduction and implementation of quality programme in KPLC. This was supported by the benefits that the respondents related to the programme. The respondents also suggested factors that would contribute to the success of the quality programme. Recognition and rewards given to staff with good achievement in quality programmes was the most outstanding factor in facilitating the success of the program. The respondents also suggested factors that would contribute to the success of the quality programme. Recognition and rewards given to staff with good achievement in quality programmes was the most outstanding factor in facilitating the success of the program.

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Attitudes can be defined as the way of thinking about something or behaving towards a situation (Malik et al. 1997). In this survey, the situation was the introduction and adoption of the International Standards Organization (ISO) standards. These represent our orientation favourably or unfavorably towards an object in our environment such as a good, service, system, retail outlet, advertisement, etc.

Koo et al. (1996) in their study noted that despite the importance of staff commitment in any quality improvement endeavour, many implementing project teams centre their focus on getting the work done within time and budget. Few care to measure and manage staff attitudes and feelings during the long process of introducing a quality management system, its implementation and its sustenance.

CHAPTER 1: INTRODUCTION

1.1 BACKGROUND OF THE PROBLEM

Globalization of markets and the fast improvements in information flow capabilities have increased competition worldwide. In order to compete in today's turbulent competitive environment, organizations are focusing on the customer satisfaction and needs as a means of securing competitive advantage and survival. This is through implementation and adoption of the various quality management systems and use of quality improvement tools. ISO certification is one of those quality management systems that involve updating records, training of entire staff, continuous internal quality audits and comprehensive documentation. Staff commitment, their motivation and attitudes are a major contribution to any quality improvement endeavour.

Many organizations fail to achieve and sustain the desired gains in quality systems improvements. This is due to lack of an appropriate organizational quality culture to induce the necessary changes in attitude and behaviour to reinforce the desired change process.

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Staff interest and feelings wax and wane along a process unless the success drivers are sustained.

The continuing demand for business process improvements has resulted in proliferation of consultants, methodologies, techniques and tools for conducting performance improvement projects. One of the main strategies that have occurred is that organizations are striving to achieve customer satisfaction through emphasis on quality products and services.

The emphasis on quality is not surprising because achieving, enhancing and sustaining competitiveness is dependent on achieving superior quality products and services to consumers. It is clear that quality has emerged as a strategic competitive tool for organizational success (Yong and Wilkinson, 2002).

In light of this, organizations have pursued various quality philosophies and initiatives. Practice of quality can be traced as long ago as the ancient Egyptians and the building of the pyramids. Quality was then intrinsically associated with the final product quality being determined and controlled by the individual craftsman. Quality practices developed further during the industrial revolution in the 1900s to include trained quality inspectors carrying out mass quality inspections. At this stage, it became apparent that workers motivation and attitude were major contributions to quality. Further developments in the 1930s adopted quality control through sampling and quality control charts. Other tools developed include among others flowcharts, Pareto Charts, Cause and Effects Diagrams, Control Charts, Check Sheets, Scatter Diagrams, Histograms and Runs Charts. Continuous improvement techniques developed included concept of zero defects, Reengineering, quality circles PDCA/PDSA, Theory of Constraints, Six Sigma, and Kaizen among others. Organizations then adopted the coined phrase Total Quality Management System that incorporated all previous approaches. Most recently, many organizations have adopted the ISO 9000 certification. This is essentially the establishment and maintenance of a documented quality management system (Berger et al, 2006).

In their study, Lee and Palmer (1999), found Total Quality Management (TQM) and the International Standard (ISO 9000) to be the most prevalent quality approaches. Magd et al (2003) noted that while researchers praise the two approaches for their different aspects, others view ISO 9000 concept as a ritualized form of TQM.

With all these changes taking place during implementation and in subsequent sustenance phases, there is need to continually gauge staff attitudes whose results should constitute input to subsequent corrective measures to sustain the process. Employees have different expectations from any new system or changes from existing practices.

Attitudes can be measured using different techniques. These vary from quantitative scientific models of variables to qualitative methods. In this case, measurements were done through an anonymous self-completed questionnaire sampled across all staff. These can be done in various rounds starting with a baseline survey and subsequent rounds of surveys at reasonable intervals (Batra et al, 2003).

1.2 KPLC BACKGROUND

Kenya Power and Lighting Company Limited (KPLC), was incorporated in 1922 as the East African Power and Lighting Company Limited (EAP&L). It became KPLC in 1983 after each member country formed its own electricity utility firm. Initially, it was a vertically integrated organization carrying out the functions of generation, transmission, distribution and retail sale of electricity. The company has undergone various reforms and service improvement methods. (KPLC newsletters, website, annual reports and accounts)

In 1995, KPLC embarked on a Business Process Reengineering Project (BPR) with an objective of giving it a new orientation towards response to customer service through an integrated approach.

In 1997 the government liberalized the power generation sector leading to the unbundling of the generation function and allowing entry of other independent power generators. In 1997 KPLC developed its Mission, Vision and Core Values in positioning itself for competition and achieving a world-class status as quality service business enterprise (KPLC newsletter, 1997).

3.1 STATEMENT OF THE PROBLEM

Restructuring in 2001 with the assistance of a management consultant Price Waterhouse Coopers followed laying emphasis on transforming the business from a centralized functional based organization to decentralized geographical business units structure with an aim of achieving greater efficiency and quality service delivery (KPLC, 2001).

With those quality improvement programmes, changes in the market place and competition, it was desirable to manage and sustain the quality of service achieved through the BPR process by the ISO certification programme. There was need to give management and customers' confidence that quality is being met consistently.

ISO certification was achieved within 18 months from commencement date. There was however a slippage of 6 months beyond our 12 months expectation due to indecision by management on increased resources required and increasing the number of trained staff at all levels to ensure successful implementation. This time slippage brought out the fact that performance and successful implementation of ISO was an outcome of both organizational and human activities.

Many organizations fail to recognize and realize the long-term benefits of having ISO certification due to various constraints. The barriers have to be identified and properly handled so that the quality system can be successfully introduced and sustained. One barrier cited by Mallk et al. (1997), was lack of an appropriate organizational quality culture to induce necessary changes in attitude and behaviour to reinforce the desired change process.

Several questions need to be answered to ensure a sustained success of the quality management programmes adopted like; what are the quality success drivers and perceived success factors in the KPLC case?

1.3 STATEMENT OF THE PROBLEM

As more organizations obtain ISO certification, there is growing pressure in the market for organizations to trade only with corresponding ISO certified firms in provision of all goods and services. Questions arose within KPLC like what are the perceived strengths of KPLC in its capacity to fund, adopt and sustain such a system? KPLC was convinced of its ability and commenced the ISO certification process in April 2005 through expression of interest and subsequent award for the training and consultancy services to Kenya Bureau of Standards (KEBS).

The contract period commenced on 22nd July 2005 and was envisaged to run to June 2006 by which period KPLC would have been ISO certified. KPLC was finally certified in December 2006 after a six-month slippage caused by human related factors. The tasks involved training, development and a certification component. Some questions that require some feedback from staff included their awareness levels of the ISO quality management programme and the perceived benefits of the quality programme.

Various studies have been done on in this area and also in KPLC, which include Quality Management System (QMS) training and awareness was carried out for 37 top management (Chief Managers and managers), 60 senior staff auditors and trainers, 1673 management staff and 3307 unionisable staff. But questions that needed to be addressed in this survey were whether the staffs' perceived training needs compared to what was offered as part of the implementation process (KEBS quarterly reports, 2005).

Top management of KPLC have realized the importance of adopting ISO as a quality standard and as a result committed funds and engaged a consultant. But even with top management commitment and support, it does not necessarily mean the introduction of the quality system will succeed without a hitch. A lot of persuasion and motivation is required for middle and low cadre management staff to enlist their support. During the final certification audits several non-conformities were noted due to incomplete documentation and updating of existing procedures. We observed that when people are subjected to external controls, they would incline to pay attention to only those things that are affected by those controls.

Management training to equip staff at all levels with skills in leadership, teambuilding, goal setting, decision making, problem solving, managing changes, communication, managing conflicts and performance monitoring forms a critical ingredient.

With all these changes that took place during certification process, weaknesses noted during first external audit and changes anticipated in future surveillance updates, and despite the preparation and implementation plans in place, there was need to survey and gauge the staff attitude after the implementation. This would in turn assist in analyzing the causes of failure or success; and find ways of eliminating the weak points.

Various studies have been done on in this area and also in KPLC, which include Wagwa (2005): The author looked at organizations, which had implemented the standards, reasons for their pursuit and the operations improvements both in the manufacturing and services sectors. Among his findings was that before certification, bureaucracy characterized organizations and employees had no say on how outputs were produced. This changed dramatically on documentation and certification. The greatest challenges noted by the organizations surveyed were staff attitude towards change followed by the time taken to train them, least of the challenges were costs for the exercise.

Ndolo (2002) established that ISO 9000 certification had resulted in internal benefits, improved customer satisfaction and competitive advantage in the organizations he studied. He however noted the importance of staff commitment for successful implementation. He observed that staff turnover led to quality system management failure. Omondi (2005) looked at perception of KPLC employees towards business process management as implanted by the company during restructuring. He found that the introduction of the process management without employees being fully conversant with the process could have been an impediment to the success of the new system. Thagichu (2006) focused on perceptions of KenGen staff towards ISO certification. He observed the implementation was successful due to staff positive perception and involvement.

Among the previous studies reviewed, none focused on the attitudes of the employees during or after ISO certification process. The certification credential only represents the beginning. It is the start of a never-ending journey of work discipline and a ceaseless commitment to continuous learning.

1.3 OBJECTIVES OF THE STUDY

The objectives of this study were:

1. To establish the attitudes of KPLC employees on the adoption and certification of the ISO 9000 within the organization.
2. To determine what KPLC employees perceive as success factors

1.4 JUSTIFICATION OF THE STUDY

The results of this study are expected to be useful to the following:

2.1 INTRODUCTION

1. To KPLC management as baseline data on employee attitude progressively and review implementation plan to increase success.
2. To future researchers who may want to establish attitude changes over time by using this study as a source of reference.
3. To other organizations wishing to adopt and implement the ISO certification.

Everyone in the organization, from top to bottom, from support staff to core technical staff, from headquarters to local sites must play their part. Employees are a source of ideas and innovations and their expertise, experience and knowledge have to be harnessed to get those ideas implemented. Staff is hence a key success factor in both the implementation and subsequent sustenance of the quality management programme.

Despite the importance of the staff commitment in the success of any quality endeavor, very few people care to measure and manage staff attitudes during and after the process of introduction of a quality programme including that of ISO certification. KPLC embarked on the ISO certification process and its staff attitude will impact negatively or positively to the success of the quality management system sustenance.

The feelings and commitment of staff wax and wane in the course of the ISO certification and in sustenance process thereafter (Kou et al, 1999). The purpose of this study is to measure the attitude of staff at this stage of ISO certification and develop baseline data where subsequent studies can update in the ISO life of KPLC.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

Organizations worldwide are on a current mad-rush to acquire and adopt the ISO certification for various reasons. These vary from their perceived future success and increased market share. As noted by Seddon, (1997a), the key reason is customer pressure to conform to the certification trend and for the organization to access markets it would otherwise not access without certification. The ISO certification process is often a yearlong process, which the management and consultants rush through to get the job done within a set timeframe and budget.

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2.2 MEANING OF ATTITUDES AND PERCEPTIONS

Perception is the process in which an individual attributes meaning to incoming stimuli received through the five senses (Kibera and Waruingi, 1998). According to Kibera and Waruingi, (1998) perception of an object or an event is a result of an interaction of the stimulus and individual factors. These factors are not only linked to the sensory processes alone but also past experience (Noah, 2005).

Employee perception and its influence to work have been studied from early works of Prof. Elton Mayo (Burnes, 2000). Vroom in his theory of expectancy advanced the view that individual behaviour is formed on the perception of what they consider to be reality (Cle, 1996).

Attitude on the other hand is described as the psychological tendency of a person to respond, or behave in a consistently positive or negative manner with respect to stimuli (Engel et al., 1995). Attitude hence predisposes certain behaviour towards the stimuli or situation (Kamau, 2001). Schiffman et al (1992) explains that attitudes are outcomes of psychological processes. They are not directly observable but can be inferred from what people say or from their behaviour. An attitude is learned from interactions with the environment or previous experiences with a similar situation. It hence motivates or propels the person to certain behaviour. Attitudes however are not permanent but change with the changing exposure, influences and perceptions. In this survey, the persons are KPLC staff and the stimulus is the adoption of the ISO certification process. Perception deals with attaching a meaning to a stimulus while attitude goes further to tendency to act.

The commonly held view about the structure of attitude is that it comprises of three components referred to as Tricomponent attitude model or ABC model of Attitude: Affective, Behaviour and Cognition (Assael, 1998). Affective component refers to evaluation, liking or preference towards something. Attention focuses on the component and involves assessing the positive or negative feelings towards it. Behaviour component refers to action tendencies such as intentions, trails or

purchases. Cognitive component refers to awareness, comprehension, knowledge or belief about an object, process, etc. Attitude measurements are hence based on those components and are developed by personality (personal traits), family influence, peer group pressure, information and experience (Assael, 1998).

The following assumptions have been made according to Theory X on human behaviour that relates to harnessing human enterprise to the achieving organizations objectives. The average human being has an inherent dislike of work and will avoid it if he or she can. Because of this human characteristic of dislike of work, most people must be coerced, controlled, directed, and threatened with punishment to get them put forth adequate effort towards the achievement of an organizations objective. The average human being prefers to be directed, wishes to avoid responsibility, and has relatively little ambition wants security above all. However the counter Theory Y concludes that workers activities can be enhanced through motivation, behaviour and the influence of controls over the worker.

2.3 ATTITUDE MEASUREMENT

Schiffman et al. (1992) argue that since we cannot go inside the respondent's heads and observe their attitudes directly, we must rely on indirect measures of attitude. A variety of techniques have been used to measure attitude. According to Batra et al (2003), the simplest way is to measure attitude towards an object is to ask the respondent whether he or she likes or dislikes it (Yes or no). However attitudes are hypothetical constructs hence their strength and direction are not directly observable but inferred. Attitude measurement hence concentrates on what individuals describe as being their feelings towards an attitude object concern. This is done on an attitude scale, which is concerned with measuring valence (Williams 1997, Hawkins et al, 1998). Likert scale is one of the most commonly used methods to measure attitude Batra et al (2003).

Other methods include the Guttman's Scalogram analysis, Thurstone scale, Osgood semantic differential scale, Kelly's Repertory Grid technique, and rank order scales (Williams 1997). While all these research methods differ in composition, they all have roots in psychoanalytic and clinical aspects of psychology and stress open ended free response types of questions to stimulate respondents to reveal their inner thoughts and beliefs (Hawkins...et. al., 1998).

Demographic factors within the organization may influence attitude towards ISO adoption and its successful application. Hierarchy, age, educational background, length of service may relate to attitude towards adoption of new measures and change. Besides demographics, psychological factors influence staff attitude to change. We need to find out what the staff think about ISO and their perceived benefits to them and the organization. Miyumo, (2003) observed that although ISO 9000 certified firms are aware of the benefits of change through quality improvement, the cultural change in attitude remains the biggest threat to change management

Past experience in change may also affect staff behaviour to future changes depending whether it was positive or negative. Perceived risk is another determinant of staff attitude towards adoption of new systems such as ISO. This may relate to their job security, its costs to the organization as related to their financial wellbeing, work load, ability to learn and adopt.

To implement and sustain a quality management system, the following views of human behaviour in organizations require to be taken on board (Simon, 2000). People in organizations want to contribute to an organization of which they can be proud of. People employed by business organizations also know the difference between right and wrong and generally chose to do right. They strive to achieve even in the absence of external inducements (money, promotion, praise) people will often set goals for themselves. People like to innovate-they have an innate desire to experiment by creating new technologies and new ways of doing things and they

want to do competent work. A job well done allows them to exercise their skills and receive satisfaction from their competence. In his paper he concluded people like to have and show good performance.

In his study (Kiilu, 2006) concluded that Kengen's ISO certification was viewed as a success due to employee involvement prior to the introduction of the process. He further observed that managers need to be interested not only with the physical presence of the employees in the workplace but also more importantly with their emotional presence. In a related research in the Banking sector investigating customers' attitudes towards directly banking (Page et al, 2003), they found that the intention of customers to buy is significantly influenced by their attitude towards the marketing medium used.

2.4 WHAT IS QUALITY?

Quality means different things to different people and in different situations. The quality Gurus also defined quality differently. Duran, 1989 (defined quality as fitness for use while in contrast Crosby (1979) defined quality as conformance to specifications. Some of the other informal definitions of quality include Quality is not a programme; it is an approach to business. However it's not for business alone. It works in non-profit organizations, healthcare, government agencies, schools, and social services.

Quality is a collection of powerful tools and concepts that are proven to work. Quality is defined by customer satisfaction. It increases customer satisfaction, reduces cycle time and costs, and eliminates errors and reworks .It includes continual improvement and breakthrough events. Quality tools and techniques are applicable in every aspect of business. Quality is aimed at perfection, anything less is an improvement opportunity. The above quality definitions show that none is all-inclusive and allows many interpretations (Berger ...et al., 2006).

The online dictionary defines quality as "an inherent or distinguishing characteristic". The ISO 8402 standard however gives a more comprehensive, more explicit and authoritative definition. It defines quality as "the totality of features and characteristics of a product or service that bear on its ability to satisfy stated and implied needs". Not to be mistaken for degree of excellence or fitness for use which meet only part of the definition. Each of the definitions can be successfully defended depending on the situation. There may therefore be no universally accepted ultimate definition for quality as it constantly evolves.

2.4.1 Quality improvement approaches

For centuries quality was intrinsically associated with craftsmanship. Each craftsman controlled all quality aspects of his final product. This has however evolved with the advent of industrial revolution and mass production.

This further evolved to mass inspection of final products in the 1900s, which was commonplace as a result of Fredrick Tailors scientific method. Workers stopped checking their work and passed the responsibilities to specially trained quality inspectors. Although inspection is vital, Walter Shewhart's invention of the process control charts revolutionized the production processes of the 1930s.

As a result of Elton Mayo's Hawthorne studies in general electric in 1930's, it became apparent that awareness of worker motivation and attitude were major contributions to quality.

The Second World War gave a further push to quality as it became apparent that poor quality products could destroy people's lives. Demand for products made to most exacting requirements became the norm. Existing quality techniques such as acceptance sampling and process control charts became a mandatory part of the defense effort.

Leading Quality practitioners Edward Demings and Joseph Juran went to Japan after the war to teach the defeated nation statistical and quality management tools. Japan was then reputed for shoddy workmanship and was revolutionized to a nation where quality is a way of life. In honour of the quality gurus, Japanese Scientist and engineers introduced a coveted annual award for quality achievement called the Deming prize (Berger...et al., 2006).

2.4.2 Quality management systems

After the 2nd World war, many contributions in tools and systems have been put in place that includes the concept of zero defects popularized by Philip Crosby. Kaoru Ishikawa who invented the quality circles and the cause and effect diagram. Armand Feigenbaum coined the phrase total quality control and tirelessly preached its fundamentals. Others like Taguchi developed a unique system for designing industrial experiments. Improvement system built around the theory of constraints created by Elihu Goldratt became a catchphrase for a system improvement programme. It is based on a principle that often more than one specific factor or constraint prevents the system from reaching a more desirable state of existence. Solutions proposed provide managers with few specific areas on which to focus maximize performance in the areas of key constraints or elevating constraints making them less constraining.

Kaizen, which means improvement was then introduced which means workers perform consistently, gradually improve as they do their daily work. Its goals include elimination of waste, just in time (JIT) deliveries, production load leveling of works and type, standardized work, paced moving lines, right sized equipment and others. Juran recognized that quality improvement requires a totally integrated approach to maintain existing quality. This is condensed into three ideas. Quality control as a monitoring technique to correct sporadic problems. Quality improvement as a breakthrough sequence to solve chronic problems and quality planning as annual quality programme to institutionalize managerial control and review.

5 THE CONCEPT OF ISO CERTIFICATION

The views of eight well-known quality experts appeared in the July 2001 issue of Quality progress. Although the experts differ on details and nuances, some common themes appear. Quality improvement is a never-ending process. Top management commitment, knowledge and active participation are critical. Management is responsible for articulating a company philosophy, goals, measurable objectives and a change strategy. All employees in the organization need to be active participants. A common language and set of procedures are important to communicate and support quality efforts. A process must be established to identify the most critical problems, determine their causes and find solutions and changes in any company culture, roles and responsibilities may be required.

The adoption of the quality management system (QMS) is a process that requires support of quality consultants, lead and internal auditors; supply auditors, software designers/suppliers as well as training companies and certification bodies. These can be described as lean philosophies or getting the job done as simply as possible. We see more of lean philosophies in large visual displays in organizations prominent places about processes, requirements, progress, successes and failures where people can see it at a glance.

Six sigma is the final philosophy that has combined and taken the strengths of all the other approaches to an extent that it dominates all others. If you ask users what six sigma means you find different opinions. Users often consider six sigma as the modern form of quality management. It is a tool that might complement other existing approaches. Six sigma combines effective communication, organization of effort, financial accountability, to strong techniques to enable organizations to sustaining improvements over a period of time (Berger...et al., 2006).

2.5 THE CONCEPT OF ISO CERTIFICATION

The International organization for standardization (ISO) is a worldwide federation of national standards bodies (ISO member bodies) for preparing international standards through ISO technical committees. It started in 1947 with a mission to develop, promote and publish international standards. The voluntary technical standards are intended to add value in business processes in the development, manufacture and supply of goods and services in a more efficient, safer and cleaner manner. By application of the standards across countries, it had made trade between countries easier and safeguarding consumers and users. It further focuses on processes rather than product quality (Berger...et al., 2006).

In an attempt to introduce a degree of standardization into the specification of quality requirement in the general industry, the British Standards Institution published BSI 4891 in 1972 as a guide to quality assurance. This was further developed in 1975 to BSI 5197, which removed the more stringent military quality assurance and left the guide to non-military quality assurance. Then followed BS 5750 in 1979 and the guidelines to its use in 1981, which was adopted, by many countries. ISO issued a quality standard ISO 9000 in 1997 building on the specification of BS 5750. This was later revised in 1994 and BS 5750 withdrawn. In its place a new international standard ISO 9001 or BS EN ISO 9001:2000 was adopted.

The ISO 9000 standards are based on the concept that certain minimum characteristics of a quality management system could be usefully standardized, giving mutual benefits to suppliers and customers. ISO 9000 family is a family of quality management standard to give consistency as an organization embarks on continuous improvement by focusing on customers. The family consists of four standards namely:

1. ISO 9000-fundamentals and vocabulary
2. ISO 9001-requirements
3. ISO 9004 –guidelines for performance improvement and
4. ISO 19011-2002-guidelines on quality and environmental systems auditing

Service and Manufacturing organizations are constantly engaged in business process reengineering, continuous processes improvement exercises and quality management projects to get a competitive edge over others. These touch on changes affecting organization's structure, renewed processes, IT content (computerization), reengineering, quality management systems adoption, etc.

ISO 9000 quality management adoption and certification has of late grown in numbers and popularity. It is one of the current exercises each organization wants to associate with to be acceptable among customers and trading partners. It involves a business documenting the processes of design, production and distribution to ensure that quality of its products and services meets the needs of the customer. It is geared to enhancement of existing operational procedures in the organization (Berger...et al., 2006).

Since 1947 when it was conceived, 157 member countries have joined its standards membership. In Kenya, organizations, which are ISO certified, have grown from 11 in 1997 to 158 in 2004 (KEBS newsletter).

The eight quality management principles used by management to guide in implementation for performance improvement are: ISO 9000 standards

Organizations depend on their customers and therefore should understand current and future needs, should meet customer requirements and strive to exceed them. Profitability is derived from satisfied customers. Leaders establish unity of purpose and direction of the organization. They create and maintain the internal environment in which people can become fully involved in achieving the organizations objective. Leadership provides the role model behaviour consistent with the organization values. The internal environment includes the culture and climate, management style, shared trust, motivation and support.

People at all levels are the essence of an organization and their involvement enables their abilities to be used for the organization's benefits. This forum is for sharing knowledge, encouraging and recognizing their contribution, utilizing their experience and operating with integrity. A desired result is achieved more efficiently when activities and their related resources are managed as a process.

Identifying, understanding and managing interrelated processes as a system contributes to the organization's effectiveness and efficiency in achieving its objectives. Continual improvement of the organization's overall performance should be a permanent objective of the organization. This is a progressive improvement in organizational efficiency and effectiveness. Effective decisions are based on the analysis of data and information. An organization and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value. For a large or small organization starting to implement the quality system, you could do it yourself using in-house expertise, hire a consultant to do it for you or blend the two approaches.

There are 35 benefits cited as perceived benefits in the literature of major ISO certification bodies although no empirical data has been offered to support them (McLachlan, 1996). Some of the benefits include achieving and sustaining the quality of the product or service, giving management confidence that quality is being met, giving the customer confidence that the consistency is being delivered, improved bottom line and market share and ego of being among the club members. From a view held by Johnson (1997), major benefits of US firms certification was to allow them to access European markets.

2.6 CONCEPTS OF TOTAL QUALITY MANAGEMENT (TQM)/ CONTINUOUS IMPROVEMENT

This is a philosophy, which revolves around the principle of customer focus in his needs and wants. Everything done in an organization must be focused in meeting and exceeding the customer's expectation or delighting the customer. The principle hence requires to be embraced by all employees and all functions in an organization as their culture (Roger W. Berger...et al. (2006).

The pillars of TQM revolve around a strong and dedicated leadership that is able to change the corporate culture and spearhead the TQM behaviour through leading by example. For customer to be King as was the slogan, there is need for employees to change their way of thinking and be facilitated by management in removing barriers that prevent them from delighting their customers. The relationship between the customer, employees and management in building the quality chain then becomes complete (Magd, et al., 2003).

TQM: a well-planned, company wide process, integrated into the company's business plan, that achieves the goal of never-ending continuous improvement of all business processes in order to satisfy both the internal and external customer requirements. (Jeffries et al, 1996).

Like any tool or methodology, TQM can be a success or failure depending on how well it is planned, implemented, measured, and encouraged. Few would disagree that continuous improvement offers substantial benefits for companies. As a basic tenet of TQM, continuous improvement enables companies to meet the changing competitive environment (Jeffries...et al, 1996).

TQM is a process and a journey, not a destination. It is a philosophy, culture and way of doing business. If TQM is seen, as "something else to do "rather than" this is our culture and way of doing business, then the effort will probably not succeed.

Performance excellence and customer delight signifies success in TQM (Jeffries...et al, 1996).

2.7 BENCHMARKING

This is a process that continuously measures services and practices against the equivalent operation in the toughest direct competitors or organizations renowned as leaders in the areas (Oakland,) or striving for the best. This is closely linked with TQM in establishing of quality objectives and is based on the industry's best practice hence should contribute to better meeting of the customers' requirements. Benchmarking is accomplished by measuring performance, continuously implementing change and emulating the best.

To maintain a wave of interest in quality, it is necessary to develop generations of managers dedicated to the pursuit of never ending improvements in meeting external and internal customer needs. This hence calls for systematic approach to quality management.

2.8 ISO 9000 VS TOTAL QUALITY MANAGEMENT (TQM)

TQM can be defined as a comprehensive and integrated way of managing any organization in order to meet the needs of the customer consistently and achieve continuous improvement in every aspect of the organization's activities (Jeffries et al, 1996).

This is a customer focused management philosophy that aims at the continuous improvement of the processes and management of an organization through statistical control, procedures design, policy development and human resource. Seddon's (1997a) one of the greatest critics of ISO held the view that "the main practical advantage of ISO is that it enables organizations tender for business they might otherwise not get".

He further observes a perception among all staff across ranks of the reams of paper used for perceived unnecessary procedures, vast amount of records at vast expenses and man-hours spent which may never be referred to after certification. Seddon (1997a) cited ten main criticisms of ISO 9000, which include among others that quality by inspection is not quality. It has too heavy reliance on people and in particular, assessor's interpretation of quality and when people are subjected to external controls, they will incline to pay attention to only those things that are affected by those controls.

Why do organizations want to be ISO certified? Research by (Witcher, 1993) found that the main reason was external pressure from customers. However later studies by Brown et al, 1997 discovered that increased market share was the compelling reason. A more recent research by Van der Wiele et al., (2000) supported the earlier studies that standards are most often implemented to satisfy the demands of external and potential customers.

Stevenson and Barnes (2002) agreed with the critics and added other aspects like the standards created unnecessary paperwork and that the main area of costs (time, training, consultants and registration) may never actually be recouped.

(Buttle, 1997) identified eight major disappointments with ISO certification. The main ones were the time taken to write manuals and the associated costs. Curvkovic and Pagell (1999) identified that ISO does not encompass the TQM principle of Continuous improvement. To corroborate this view, Seddon (1997a) held the view that some operations associated with ISO 9000 promoted sub optimization within the workplace by the level of inspections and paperwork. Organizations whose goal was TQM, implementing ISO took them further away from their TQM objective. However the shortcomings in later studies were noted not to outweigh benefits.

According to Magd, et al (2003), the concept of TQM is broader and deeper than that of ISO. TQM is defined to be for internal organization use and tends to go

beyond customer satisfaction. ISO is for external assessment need in order to achieve customer satisfaction. TQM is more concerned with human factors while ISO concentrates on documented processes and procedures. Components of both interact with one another and indeed ISO can be viewed as a subset of TQM. They further observed that implementation could cause major changes in organizational culture and management style. If not implemented carefully, there may be resentment and resistance from staff who perceive ISO 9000 as being forced upon them by management.

2.2 RESEARCH DESIGN

Organizational culture influences change and differs from one organization to another. KPLC is a publicly listed company with government orientation and its culture is unique in its corporate culture. The aim of this study was to establish KPLC's employee's attitudes towards the implementation of ISO 9000 in the organization. According to Cooper and Schindler, (2003), a study whose objective is to learn the who, what, when, where and how is a descriptive study. The study was a sample survey since the entire population of study was not being covered. The purpose of the survey was to establish the attitudes of staff in KPLC on ISO 9000 after the certification phase. Muguna (2004), Kipchilil (2006), Omondi (2005) used similar designs successfully in their studies.

2.3 RESPONDENTS

The survey targeted 6,130 KPLC employees who are spread across Kenya in five geographical regions. The sample frame of the respondents was listing of all the KPLC staff in their various genders, level in management and functional divisions. KPLC employees are divided into three broad categories namely the Senior Management, Middle Management and union categories.

CHAPTER 3: METHODOLOGY

3.1 INTRODUCTION

This section gives the methodology used in this survey. It includes the research approach, population of study, sampling method, type of data collected, method of collection and data analysis techniques applied during the research.

3.2 RESEARCH DESIGN

Organizational culture influences change and differ from one organization to another. KPLC is a publicly listed company with government orientation and influence hence unique in its corporate culture. The aim of this study was to establish KPLC's employee's attitudes towards the implementation of ISO 9000 in the organization. According to Cooper and Schindler, (2003), a study whose objective is to learn the who, what, when, where and how is a descriptive study. The study was a sample survey since the entire population of study was not being covered. The purpose of the survey was to establish the attitudes of staff in KPLC on ISO 9000 after the certification phase. Njuguna (2004), Kipchillat (2006), Omondi (2005) used similar designs successfully in their studies.

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3.4 SAMPLING PLAN

Though there are various statistical methods of determining a sample size, an adhoc method was used in this study. The choice of the adhoc method was partly due to lack of statistical variables on the population chosen for this study, which would be input in building a mathematical model. This was consistent with other recent studies done in KPLC. In their surveys, Nganga, 2004, took a sample of 100, Miyumo, 2004 took a sample of 105, and Omondi, 2005 took a sample of 165. Given the large number of respondents and their broad categories, a proportionate random sampling method was used from the Regions. A sample size of 150 employees was chosen for this study. The sample was taken from each region to ensure even regional representation as per the following table.

Table 3.1: Demographic factors of the population

Region	Population (N)						% Of sampled employees	Sample (n)
	No of employees by gender and level in the organisation as at May 2006							No and of employees in target sample
	Male	Female	Top	Middle	Union	Total		
Central Office	404	234	239	167	232	638	11.84%	18
Nairobi	1636	377	140	340	1533	2013	37.35%	56
Coast	524	67	54	102	435	591	10.96%	16
West	1228	207	126	240	1069	1435	26.62%	40
Mt Kenya	630	83	50	134	529	713	13.23%	20
Total	4422	968	609	983	3798	5390	100%	150

3.5 DATA COLLECTION METHODS

The survey was carried out through collection of primary data through a self-administered, semi-structured questionnaire with both open ended and closed ended questions (Appendix 2). These were administered through research assistants in each of the geographical regions and returned through mail. The questionnaire was divided into two sections.

1. Section A –Demographic factors of the respondents.

2. Section B –Consists of attributes to be scored of a 5 point Likert scale to obtain information on the employee's attitudes of the ISO implementation

Table 3.2 : Operationalization of the ISO dimensions

Dimensions of ISO	Definition of the dimension	Relevant issues	Relevant questions in questionnaire
Awareness of Quality programmes AQP	Making staff aware of the quality programmes in KPLC	-Are staff aware of the existence quality awareness programmes in KPLC -Do they like them?	1,2
Benefits	Perceived benefits of quality programmes	Do the quality programmes available contribute to Increased productivity Improved customer service Reduced costs Developing quality culture Developing employee potential Building team work	3a-3f
Quality success drivers	Perceived commitment to the quality management success factors	Does the company train employees on quality programmes? Does it show top-level commitment and recognize quality efforts?	4,6,9
Training	Importance of training in ISO quality programmes success	-What ISO training topics are perceived important? Awareness? Documentation? TQM? Management/supervisory skills? Leadership? Problem identification? Team building? Language.	10a-10h
Strengths of KPLC	Perceived strengths of KPLC	What aspects do the employees think KPLC is good at from 11	11a-11m
Organizational commitment level	Perceived management and staff commitment towards KPLC	Is the employee willing to put effort, praise his company, and accept any reasonable job? -Is the staff inspired, does the respondent have values similar to those of the organization? What does he think about his company's motivation and its fate?	12-21

3.6 Data analysis methods

The data collected for the study was analyzed using descriptive statistics.

The demographic data from the respondents was analyzed using frequency tables. The data on the likert scale was analyzed using frequency tables, mean, standard deviation and coefficient of variation. Means of the likert scales was used to determine the likely attitude of the employees to the questions raised. The coefficient of variation was used to assess the extent of agreement on the attribute and dimension by different employees.

The study used chi-square test to establish the relationship between the gender variables (male and female), both, which is categorical in nature. The perceived success factors were analyzed using the factors analysis tools.

3.7 DEMOGRAPHIC DATA

Figure 4.1: Position of respondents



Source: Research data.

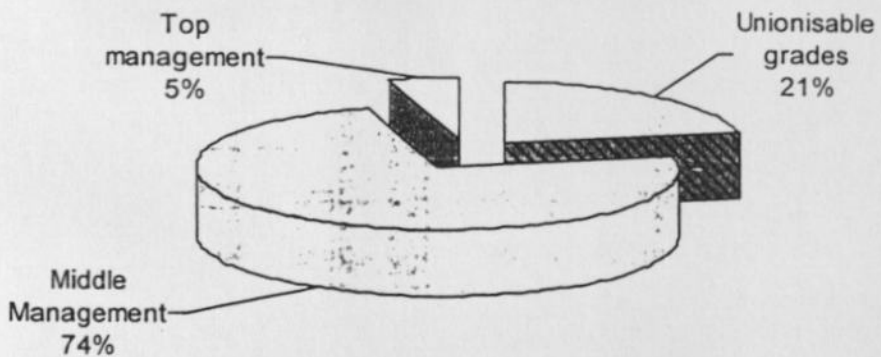
CHAPTER 4: DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 INTRODUCTION

A sample size of 150 employees was chosen for this study from five different geographical regions covered by KPLC. This was done to ensure that the opinion from all the regions was captured to avoid biasness. Sample size was determined using the adhoc method. The sample frame of the respondents was listing of all the KPLC staff in their various genders, level in management and functional divisions. The respondents were randomly picked from the population. A semi-structured questionnaire having both open ended and closed ended questions was used. Likert questions of scale 1 to 5 were used where 1 meant strongly disagree and 5 meant strongly agree. The data collected was then analyzed using descriptive statistics. This was done using Statistical Package for Social Sciences (SPSS). Inferences were made from the results and recommendation given at the end of the study. The study was considered a success with a response rate of 84% i.e. 126 respondents out of the targeted 150 respondents.

4.1 DEMOGRAPHIC DATA

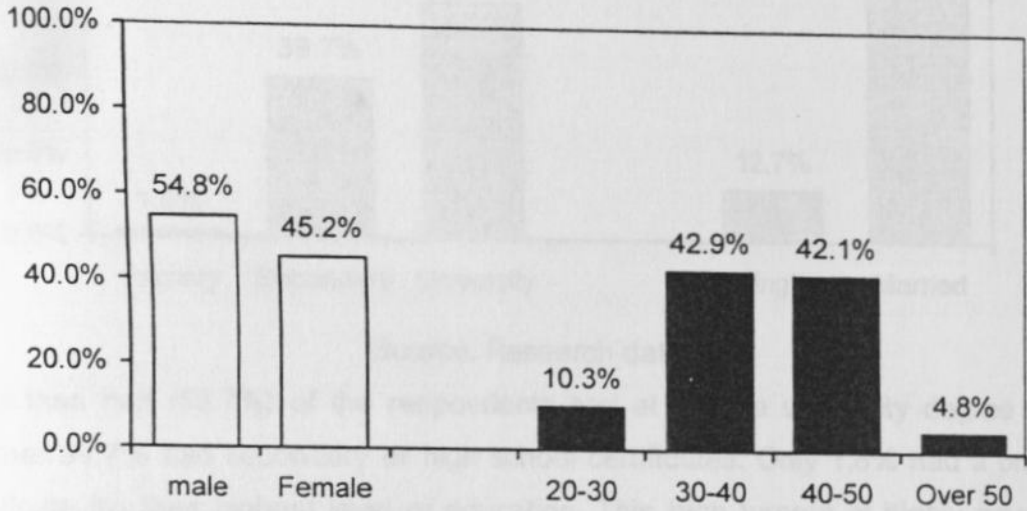
Figure 4. 1: Position of respondents



Source: Research data.

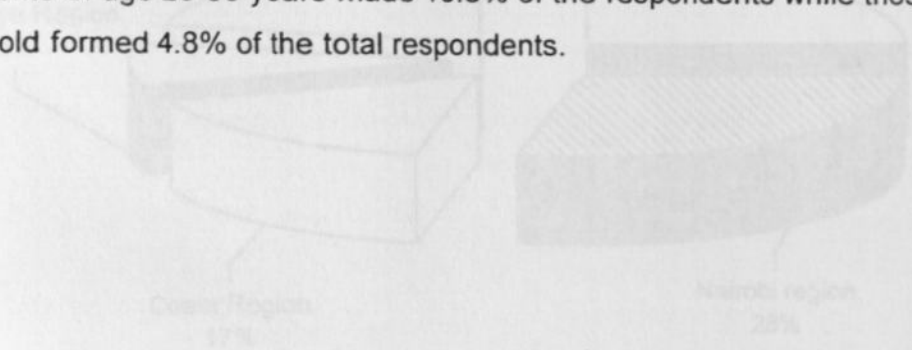
The study focused on all the staff cadre of KPLC. Majority (74%) of the respondents were of the middle management cadres. This was followed by unionisable staff (21%) and top management (5%).

Figure 4. 2: Gender and Age group of respondents



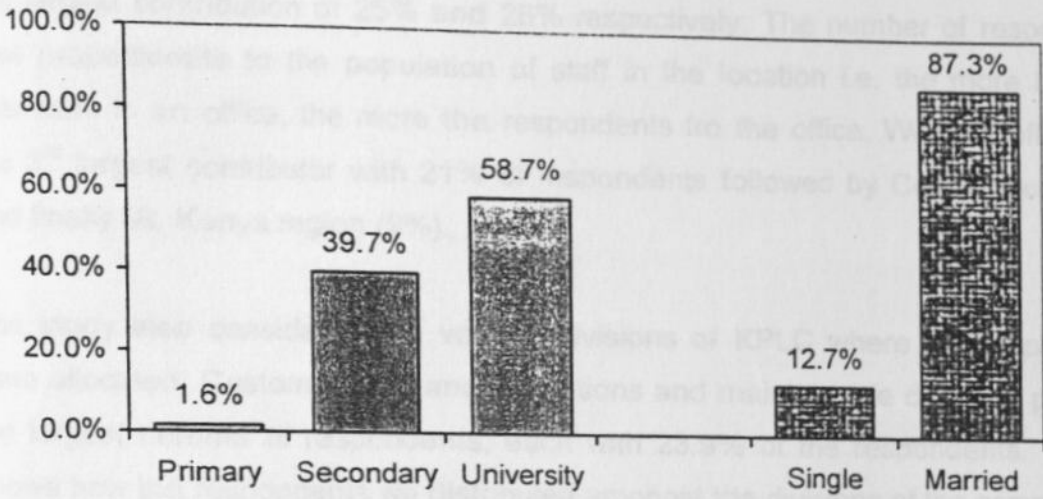
Source: Research data

In terms of gender, males and females respondents were 55% and 45% respectively. Most of the respondents were of age groups 31-40 years and 41-50 years, each representing 42.9% and 42.1% of the respondents respectively. Respondents of age 20-30 years made 10.3% of the respondents while those above 50 years old formed 4.8% of the total respondents.



Source: Research data

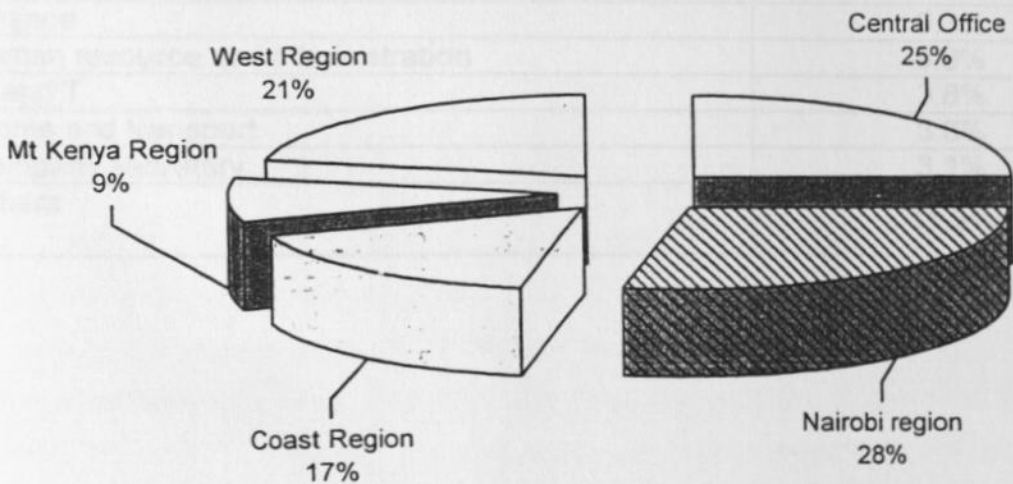
Figure 4. 3: Highest level of education and marital status of respondents



Source: Research data

More than half (58.7%) of the respondents had at least a university degree while another 39.7% had secondary or high school certificates. Only 1.6% had a primary certificate for their highest level of education. This high turnout of highly educated staff ensured good background knowledge from the respondents.

Figure 4.4: Location of respondent



Source: Research data

Although the respondents were equitably distributed, Central and Nairobi office had the largest contribution of 25% and 28% respectively. The number of respondents was proportionate to the population of staff in the location i.e. the more the staff members in an office, the more the respondents from the office. Western office was the 3rd largest contributor with 21% of respondents followed by Coast office (17%) and finally Mt. Kenya region (9%).

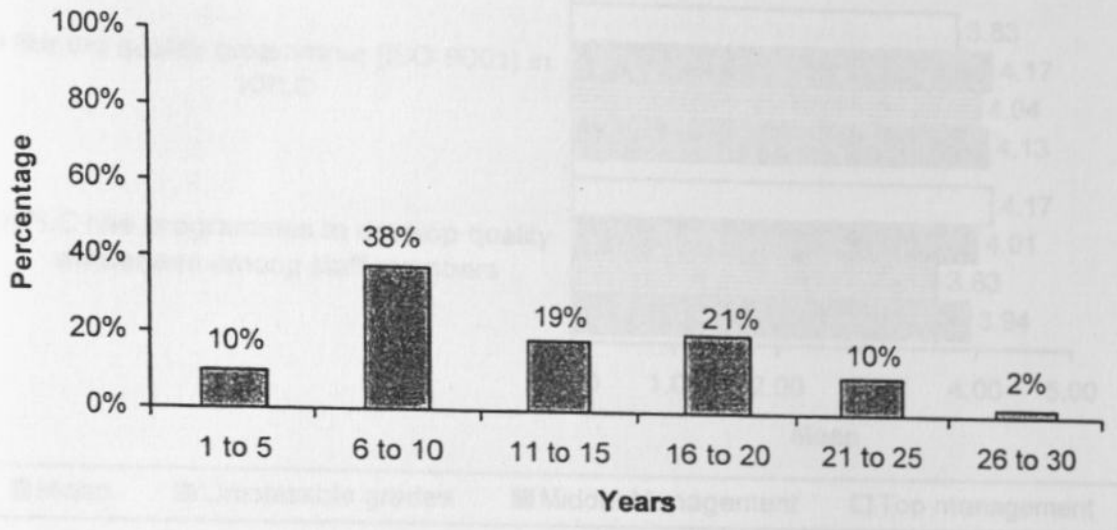
The study also considered the various divisions of KPLC where the respondents were allocated. Customer care and Operations and maintenance divisions provided the largest number of respondents, each with 23.9% of the respondents. Table 3 shows how the respondents were distributed amongst the divisions of the company

Others constitute 10 small departments whose collective populations constitute less than 15%

Table 4.1: Division of respondents

Division	Percentage
Customer service	23.9%
Operation and maintenance	23.9%
Supplies and procurement	9.4%
Finance	6.3%
Human resource and administration	5.0%
IT and T	3.8%
Stores and transport	3.8%
Company secretary	3.1%
Others	11.3%

Figure 4. 5: Period of service to KPLC



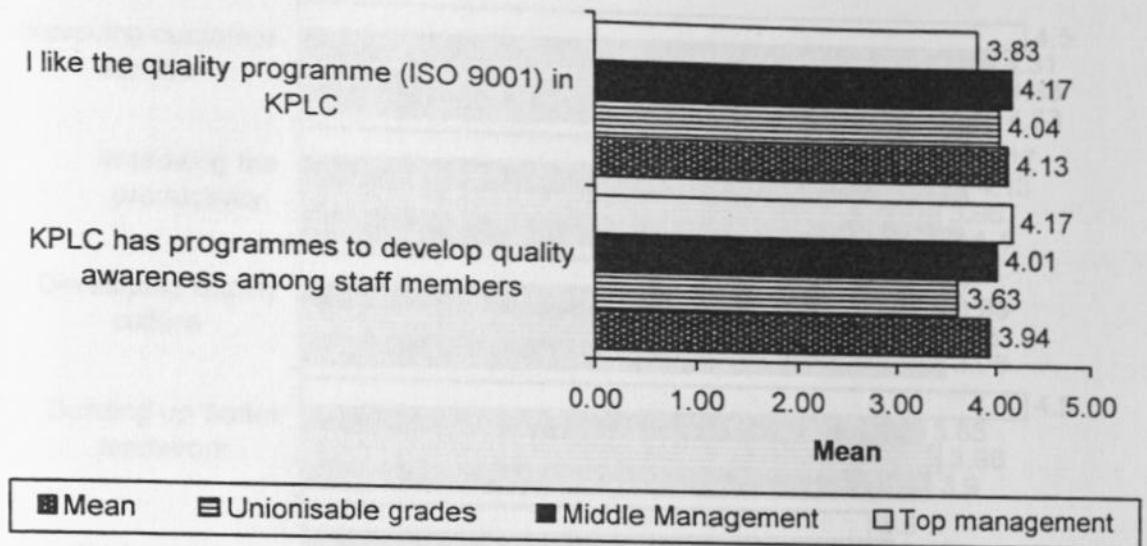
Source: Research data

Most respondents had served KPLC for more than five years. The largest proportion had served for 6 to 10 years. However, a good proportion had served from 11 to 21 years. This also provided a good background of the company to the respondents hence a better analytical view of the company progress by the respondents.

4.2 AWARENESS OF QUALITY PROGRAMMES IN KPLC

The respondents were asked to rate how much they agreed with the following statements on awareness of quality programmes in KPLC. On a scale of 1 to 5, 1 stood for strongly disagree and 5 strongly agree. A mean of 4.00 indicated that most of the respondents were aware of the existence of "the programme to develop quality in KPLC". However, the awareness was more evident amongst the males (with a mean of 4.17) as compared to their female counterparts (with a mean of 3.94).

Figure 4. 6: Awareness of quality programmes | KPLC

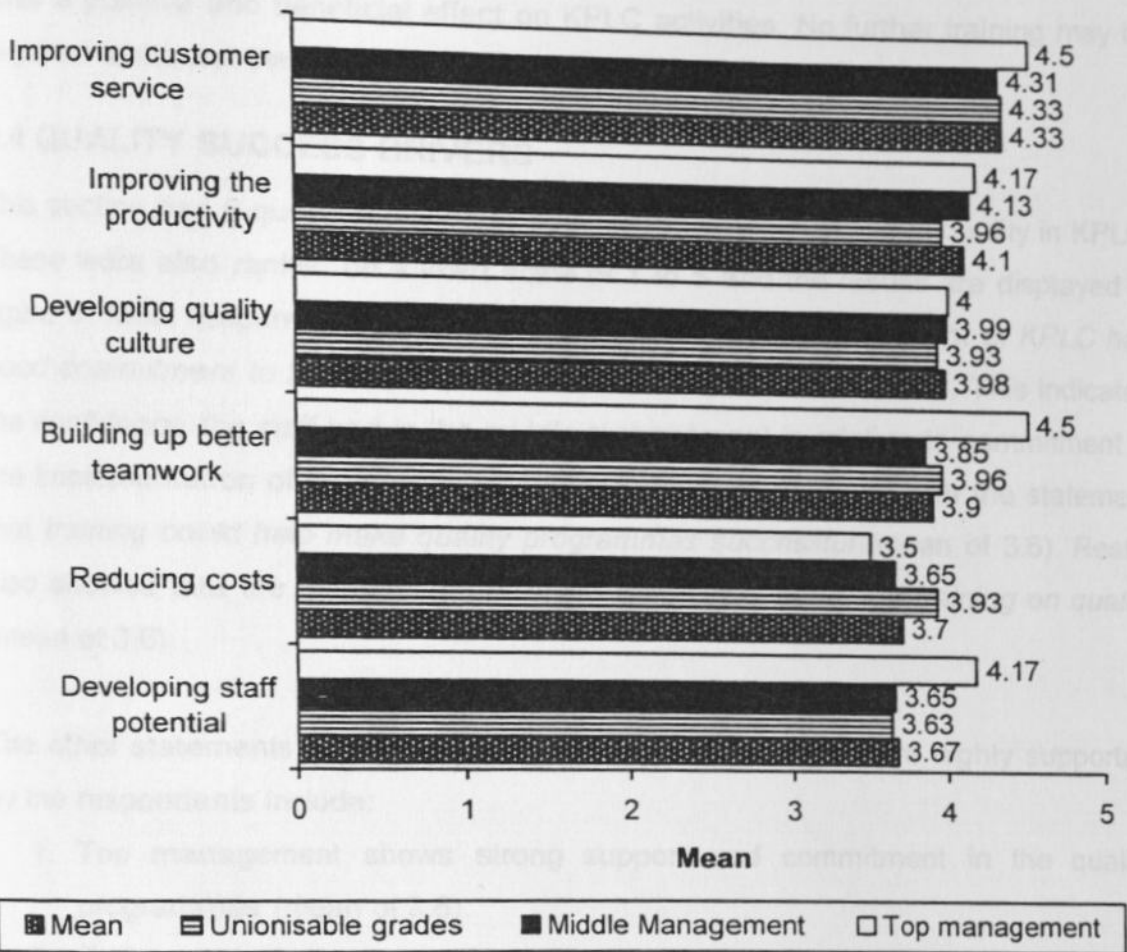


Majority (84%) of the respondents said that they liked the introduction of the quality programme while another 13% said that they were indifferent about its introduction. This was shown by a general mean of 4.13 when they were asked to rank how much they agreed with the statement "I like the quality programme (ISO 9001) in KPLC" on the same likert scale. Only 7% of the respondents said that they did not like the introduction of the quality program. However, top management respondents showed less liking for the quality programme than the middle management and union counterparts. On KPLC developing quality awareness programme, the unionisable staff gave a mean of 3.63 compared to a general mean of 3.94. This means the quality programme was well exposed to Middle and top management employees. A repeat in training may not be necessary for them but a reinforcement for unionisable cadres.. In future only new employees may require induction to sustain the awareness.

4.3 BENEFITS OF THE QUALITY PROGRAMME

This section also constituted of 6 questions ranked on a likert scale of 1 to 5. The respondents were asked to rate how much they agreed with effectiveness of the quality programme on various aspects of KPLC. Figure 7 shows how the various aspects were ranked.

Figure 4. 7: Benefits of quality programme



Results showed that the respondents were in agreement that the quality programme was very effective in all the mentioned aspects of KPLC. The programme was ranked highest in its effectiveness in improving the customer service of KPLC. This had a mean of 4.3, followed by its effectiveness in improving the productivity of KPLC with a mean of 4.1. The other aspects of KPLC ranked in relation to the effectiveness of the program include:

1. Developing quality culture (mean of 3.98)
2. Building up better team work (mean of 3.9)
3. Reducing cost (mean of 3.7)
4. Developing staff potential (mean of 3.67).

All the above means showed that the respondents perceived the quality program to have a positive and beneficial effect on KPLC activities. No further training may be required to market the quality programme.

4.4 QUALITY SUCCESS DRIVERS

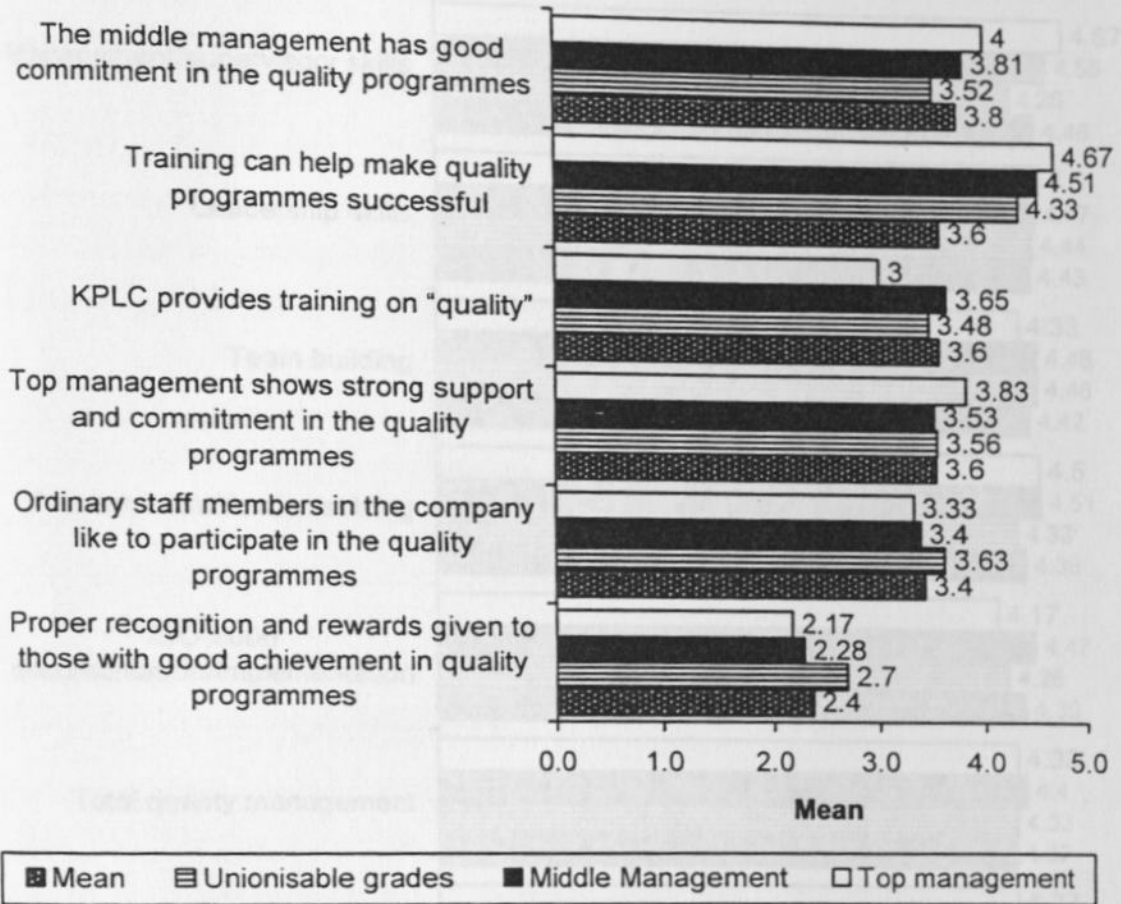
This section had 6 question related to aspects regarding success of quality in KPLC. These were also ranked on a likert scale of 1 to 5 and the results are displayed in figure 8. Most respondents agreed that the *middle level management of KPLC had good commitment to the quality program*, shown by the mean of 3.8. This indicated the confidence the staff had in the middle management in relation to commitment in the implementation of the quality programme. They also agreed with the statement that *training could help make quality programmes successful* (mean of 3.6). Result also showed that the respondents believed that *KPLC had good training on quality* (mean of 3.6).

The other statements regarding quality success drivers that were highly supported by the respondents include:

1. Top management shows strong support and commitment in the quality programmes (mean of 3.6).
2. Ordinary staff members KPLC like to participate in the quality programmes (mean of 3.44).

All the ranking showed that KPLC staff was more than willing to support the quality programme. However, the results showed that *KPLC did not properly recognize or reward staff with good achievement in quality programmes* (mean of 2.4). This was considered a great factor in undermining the implementation of the programme. It was therefore recommended that the company to look into ways of recognizing and rewarding the staff who showed commitment in achievement of the quality programme.

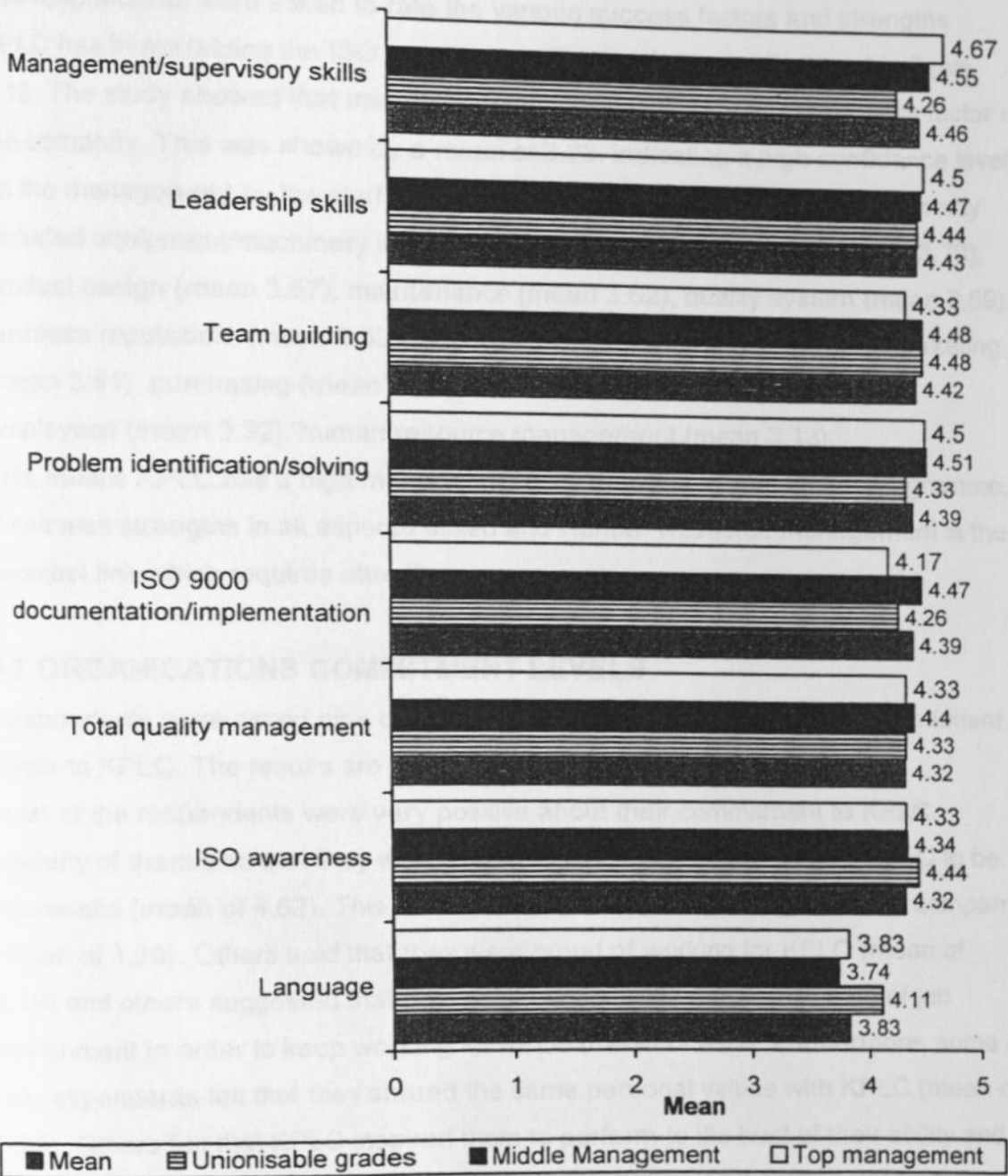
Figure 4.8: Quality success drivers



4.5 TRAINING NEEDS

The respondents were then asked to rank statements that they thought agreed with their training needs in relation to the success of the company. Most of the respondents agreed that there was need for *management and supervisory training* (mean of 4.46), *leadership skills* (mean of 4.43), *team building* (mean of 4.42), *problem identification and solving* (mean of 4.39). Other areas that required training included ISO documentation and implementation, total quality management, ISO awareness, and language.

Figure 4.9: Training needs



4.6 COMPANY STRENGTHS/SUCCESS FACTORS

The respondents were asked to rate the various success factors and strengths KPLC has in sustaining the ISO programme. The analysis are displayed in figure 4.10. The study showed that *management ability* was the strongest success factor of the company. This was shown by a mean of 3.83, indicating a high confidence level on the management by the staff. Other strengths of KPLC mentioned in the study included equipment/machinery investment (mean 3.71), technology (mean 3.70), product design (mean 3.67), maintenance (mean 3.62), quality system (mean 3.59), business reputation (mean 3.59), quality control (mean 3.57), sales and marketing (mean 3.51), purchasing (mean 3.42), cost control (mean 3.36), training of employees (mean 3.32), human resource management (mean 3.13).

This means KPLC has a high managerial ability required to sustain the programme. It has also strengths in all aspects asked and Human Resource management is the weakest link which requires attention.

4.7 ORGANISATIONS COMMITMENT LEVELS

Respondents were asked nine questions to get their view on personal commitment levels to KPLC. The results are displayed in figure 4.11.

Most of the respondents were very positive about their commitment to KPLC. Majority of them said that they were willing to put in extra effort to help KPLC to be successful (mean of 4.62). This was shown by their care for the fate of the company (mean of 4.29). Others said that they were proud of working for KPLC (mean of 4.19) and others suggested that they would accept any reasonable type of job assignment in order to keep working for KPLC (mean of 3.81). Furthermore, some of the respondents felt that they shared the same personal values with KPLC (mean of 3.75). Others felt that KPLC inspired them to perform to the best of their ability and also KPLC was the best organization to work for. Figure 4.10 gives a graphical representation of the respondents ranking of their commitment level.

Figure 4.10: KPLC strengths/success factors

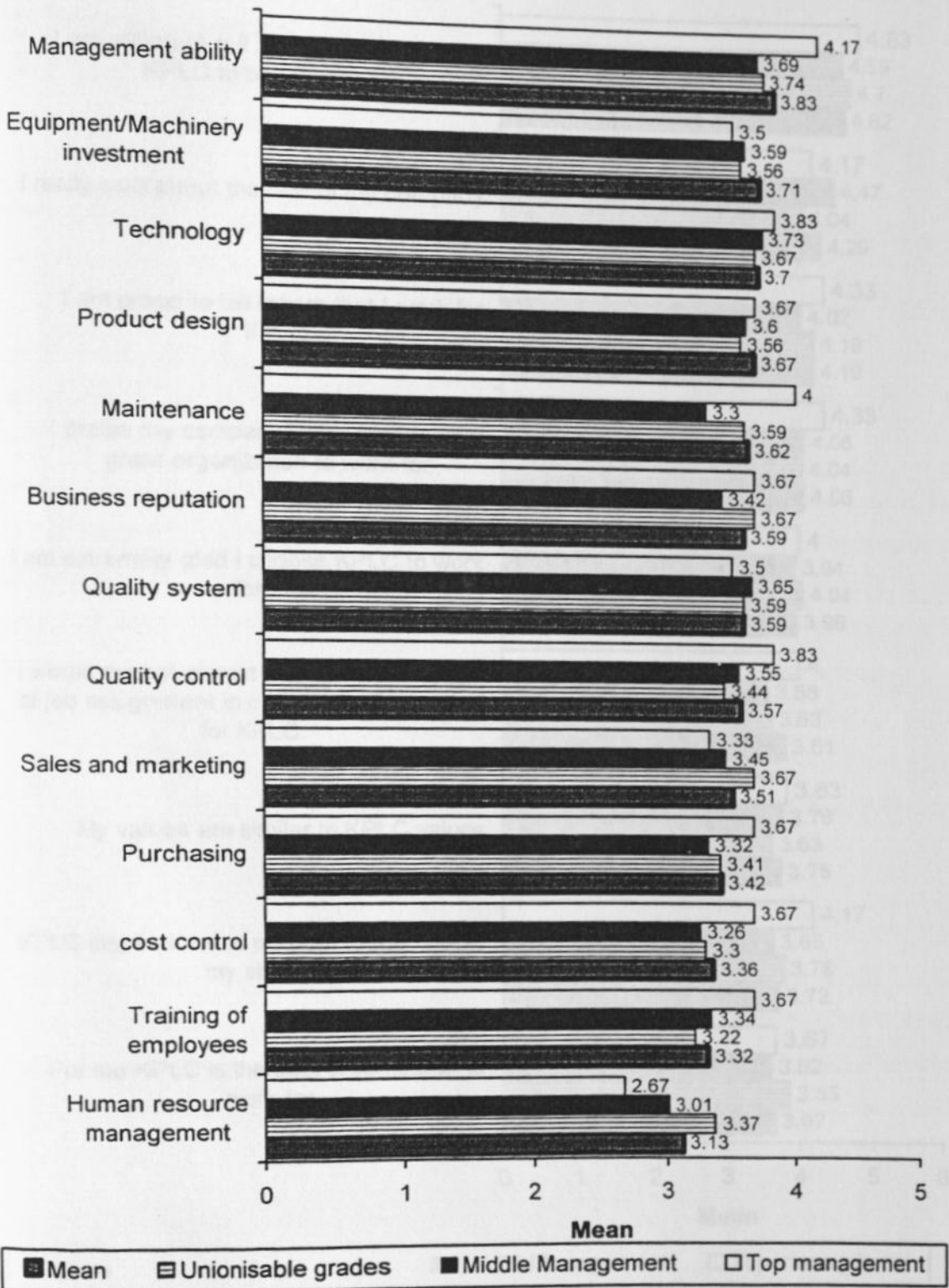
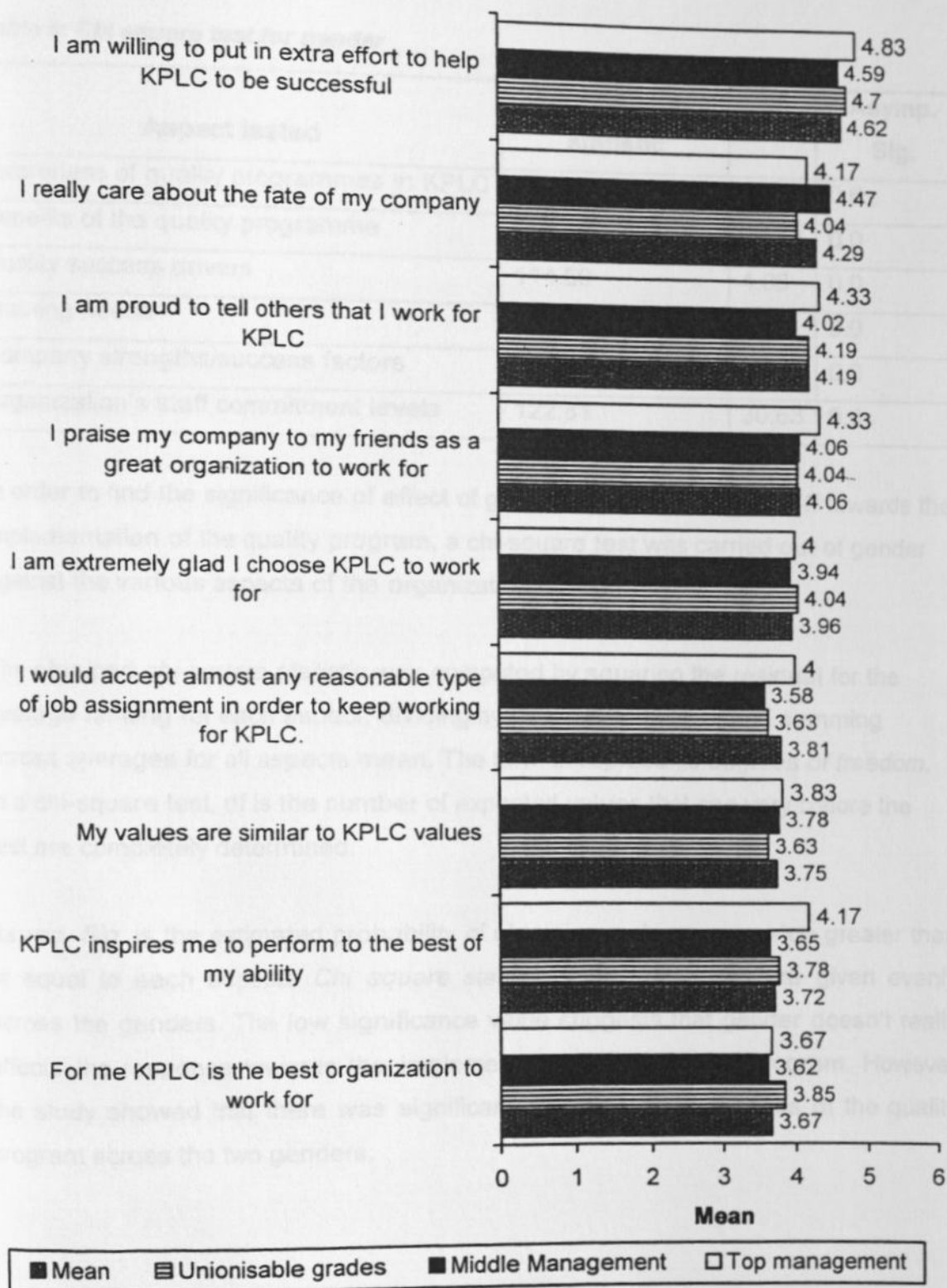


Figure 4. 11: KPLC staff commitment level



4.7 TEST FOR SIGNIFICANCE OF GENDER

Table 4: Chi square test for gender

Aspect tested	chi-square statistic	df	Asymp. Sig.
Awareness of quality programmes in KPLC	127.46	44.64	0.6
Benefits of the quality programme	114.46	46.63	0.0
Quality success drivers	114.60	4.00	0.0
Training needs	205.47	3.88	0.0
Company strengths/success factors	90.13	4.00	0.0
Organization's staff commitment levels	122.81	30.63	0.0

In order to find the significance of effect of gender on attitude of the staff towards the implementation of the quality program, a chi-square test was carried out of gender against the various aspects of the organization tested.

The obtained *chi-square statistic* was computed by squaring the residual for the average ranking for each aspect, dividing by its expected value, and summing across averages for all aspects mean. The term *df* represents *degrees of freedom*.

In a chi-square test, *df* is the number of expected values that can vary before the rest are completely determined.

Asymp. Sig. is the estimated probability of obtaining a chi-square value greater than or equal to each aspects *Chi square statistic* if the responses are given evenly across the genders. The low significance value suggests that gender doesn't really affects the response towards the implementation of the quality program. However the study showed that there was significant difference in awareness of the quality program across the two genders.

CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 SUMMARY

Most of the respondents liked the introduction and implementation of the ISO quality management programme in KPLC. This was supported by the benefits that the respondents related to the programme. Some of the benefits associated with the introduction of the programme included:

1. Developing staff potential
2. Reducing costs
3. Building up better teamwork
4. Developing quality culture
5. Improving the productivity
6. Improving customer service

The respondents also suggested factors that would contribute to the success of the quality programme. Recognition and rewards given to staff with good achievement in quality programmes was the most outstanding factor in facilitating the success of the program. Training was also suggested as a way of making the quality programme successful. Such training needs included:

1. Language
2. ISO awareness
3. Total quality management
4. ISO 9000 documentation/implementation
5. Problem identification/solving
6. Team building
7. Leadership skills
8. Management/supervisory skills

5.2 CONCLUSION OF THE STUDY

The study was considered a success with a response rate of 84% i.e. 126 respondents out of the targeted 150 respondents. The questionnaires were set to measure seven different attributes covering the two study objectives.

The general objective of the study was to study the staff attitude towards the introduction and implementation of ISO standards in KPLC. This was achieved by the responses provided and analysed for the various aspects requested.

The study focused on all the staff cadre of KPLC. The study also showed that most of the respondents were aware of the existence of "the programme to develop quality in KPLC". The benefits of the quality programme were acknowledged by scores ranging from a mean of 3.67-4.33. Among the quality success factors responded to, recognition and rewards given to those with good achievement in quality programmes requires to be given more prominence in the organization. This is an area the organization needs to improve upon. Respondents felt strongly about required training needs with managements/supervisory skill topping with a mean of 4.46 while language was at a mean of 3.83. On the company strengths /success factors, Human Resource Management was ranked least with a mean of 3.13 while the Managerial ability ranked top with a mean of 3.83.

5.3 RECOMMENDATION

Better recognition and rewards given to staff with good achievement in quality programmes should be put in place to sustain success of the program. The Human Resource Management requires strengthening. It is only through such initiatives that arise from such studies that the company can gain the staff confidence and boost their morale in delivering quality service.

5.4 LIMITATIONS OF THE STUDY

This study faced several limitations. One limitation was that some of the target respondents were too busy and difficult to access. This made the research to take quite a long time- in some cases the respondents had to be given a questionnaire more than once. Despite giving more than once, some refused to respond hence a response rate of 84% was recorded instead of a 100% response. The study covered 5 regions, however, a more elaborate and national study should be carried out to ensure proper representation of the data. The research is based on self-reported information and hence there was a risk of bias.

5.5 SUGESTIONS FOR FURTHER STUDIES

The quality success factors should be reinforced to sustain the certification and further studies done periodically (annually). This would chart the employee's attitudes over a longitudinal basis to reveal peoples feelings over time. Future researches may be designed to establish casual relationships of the various key attributes.

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APPENDIX I: COVER LETTER

Re: INTRODUCTION LETTER

12th May 2007

Dear Respondent,

I am a postgraduate student in the School of Business, University for Nairobi pursuing a Masters degree in Business Administration. I am currently undertaking a survey on the staff attitude towards ISO 9001 certification in KPLC.

This survey is in partial fulfillment of the requirement for the Masters for Business Administration (MBA) Degree. The results can however be used as an input in subsequent stages of ISO 9000 implementation and sustenance and comparative data to subsequent studies.

You have been selected as one of the respondents. I therefore request you to fill in the attached questionnaire. The information from the questionnaire is needed for academic research purposes and will therefore be treated with utmost confidentiality. In no way will your name appear in the final report.

To help make the quality programmes in KPLC a success that in turn will improve the quality of your work life, please co-operate and be frank with your responses to the questionnaire

A copy of the report can be made available to you upon request

If you require any further information, please do not hesitate to contact me on email bmuriithi@kplc.co.ke or cell phone 0722 720298

Thanking you in advance for your cooperation

Benson Muriithi

MBA Student

Stephen Onserio Nyamwange

Lecturer, Management Science Dept

School of Business ,University Of Nairobi
Supervisor

APPENDIX II:QUESTIONNAIRE

A survey of the staff attitudes towards the adoption and ISO 9000 certification in KPLC

PART A: Demographic factors

Respondent's profile: Please tell us about yourself by ticking (✓) the appropriate box

1. My position in the company

- Top management ()
- Middle Management ()
- Unionisable grades ()

2. Gender: Male () Female ()

3. Age

- Below 20 ()
- 20-30 ()
- 30-40 ()
- 40-50 ()
- Over 50 ()

4. My highest education is:

- Primary ()
- Secondary ()
- University ()

5. Marital status:

- Single () Married () Others ()

6. My division is: _____

7 I am located in

- Central Office ()
- Nairobi region ()
- Coast Region ()
- Mt Kenya Region ()
- West Region ()

8. I have worked for KPLC for _____ years

PART B

Please corporate and be frank with your responses to the questionnaire. Complete and return the questionnaire after ticking (✓) in the appropriate box

1=Strongly disagree 2= disagree 3=Neutral 4= agree 5= Strongly agree

Section 1: Awareness of quality programmes in KPLC

No	Issue	1	2	3	4	5
1	KPLC has programmes to develop quality awareness among staff members					
2	I like the quality programme (ISO 9001) in KPLC					

Section 2: Benefits of the quality programmes

No	Issue	1	2	3	4	5
3	The quality programmes in KPLC are effective in:					
	(a) Improving the productivity					
	(b) Improving customer service					
	(c) Reducing costs					
	(D) Developing staff potential					
	(e) Developing quality culture					
	(f) Building up better teamwork					

Section 4: Quality success drivers

No	Issue	1	2	3	4	5
4	KPLC provides training on "quality"					
5	Training can help make quality programmes successful					
6	Top management shows strong support and commitment in the quality programmes					
7	The middle management has good commitment in the quality programmes					
8	Ordinary staff members in the company like to participate in the quality programmes					
9	Proper recognition and rewards are given to those who have good achievement in quality programmes					

Section 5: Training needs

No	Issue	1	2	3	4	5
10	In my opinion training on the following topic is important to the success of the company					
	(A). ISO awareness					
	(b) ISO 9000 documentation/implementation					
	(c) Management/supervisory skills					
	(d) Total quality management					
	(e) Problem identification/solving					
	(f) Leadership skills					
	(g) Team building					
	(h) Language					
	Others-Specify					

Please corporate and be frank with your responses to the questionnaire

1= strongly disagree 2= disagree 3=Neutral 4= agree 5=Strongly agree

Section 6: success factor

No	Issue	1	2	3	4	5
11	Our company is good/strong at:					
	(a) Management ability					
	(b) Quality system					
	(c) Purchasing					
	(d) Quality control					
	(e) Product design					
	(f) Technology					
	(g) Sales and marketing					
	(h) Maintenance					
	(i) cost control					
	(j) Training of employees					
	(k) Business reputation					
	(l) Human resource management					
	(m) Equipment/Machinery investment					

Section 7: Organizations commitment levels

No	Issue	1	2	3	4	5
12	I am willing to put in extra effort to help KPLC to be successful					
13	I praise my company to my friends as a great organization to work for					
14	I would accept almost any reasonable type of job assignment in order to keep working for KPLC.					
15	My values are similar to KPLC values					
16	I am proud to tell others that I work for KPLC					
17	KPLC inspires me to perform to the best of my ability					
18	I am extremely glad I choose KPLC to work for					
19	I really care about the fate of my company					
20	For me KPLC is the best organization to work for					